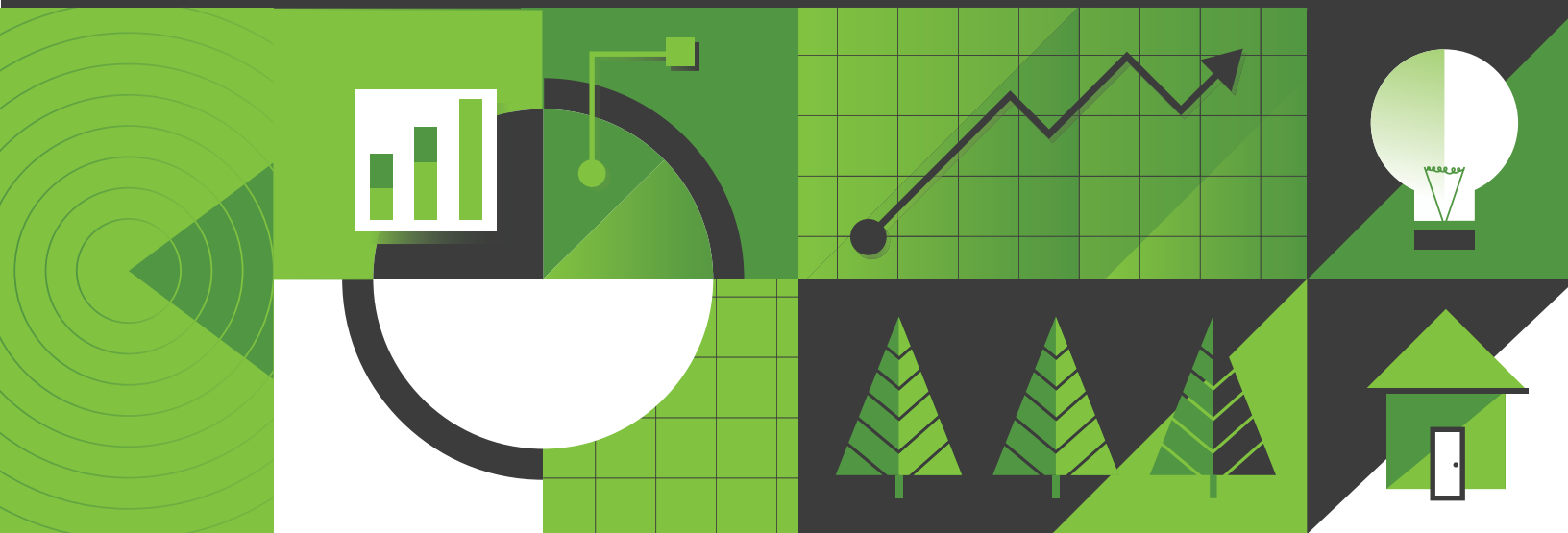


City of Englewood

2017-2019 Strategic Plan





City of Englewood

2017-2019 Strategic Plan

What is our purpose as an organization?

To attain these
community wide goals:



Safe & Healthy
Community



Orderly Well-Managed
Growth & Development



Thriving & Vibrant
Local Community



Effective Mobility &
Reliable Infrastructure



Sustainable
Natural Environment



Attractive, Engaged, Inclusive &
Welcoming Community with
Desirable, Livable Neighborhoods



Good
Governance



Recreational, Cultural, Educational
& Life-Long Learning Opportunities

How do we get there?

We must make strategic improvements
& investments in 5 key priority areas

5 KEY PRIORITIES

PEOPLE COMMUNICATIONS INFRASTRUCTURE GOVERNANCE FISCAL FUNDAMENTALS

Our Priority Areas are driven by our Strategic Objectives within each category

PEOPLE

Compensation
& Benefits

Accountability

Engagement

Growth

Safety

COMMUNICATIONS

Internal

External

GOVERNANCE

Direction

Consistency

Innovation

Continuity

Structure

Emergency
Management

FISCAL FUNDAMENTALS

Structurally
Balanced Budget

Revenue
Sustainability

Cost
Containment

INFRASTRUCTURE

Capital
Improvements

Asset
Management

Each Strategic Objective is supported by specific initiatives

These Strategic Initiatives will guide & prioritize all of our daily work



PEOPLE

COMPENSATION AND BENEFITS

- 1) Implement equitable and competitive compensation plan.
- 2) Institute revised merit-based compensation process based on performance reviews.
- 3) Address city-wide pay compression issues.
- 4) Ensure affordable and sustainable benefits package for eligible employees.

ACCOUNTABILITY

- 1) Set standard performance objectives.
- 2) Define and implement management competency model.
- 3) Create and implement equitable and effective performance management process/tool.
- 4) Develop individual work plans for all staff.

ENGAGEMENT

- 1) Increase and/or improve city-wide employee engagement activities.
- 2) Develop individual departmental employee engagement strategies and actions.

GROWTH

- 1) Develop city-wide training program that targets areas of improvement for management.
- 2) Develop city-wide training program, including job-specific training for all staff that furthers professional and personal development.
- 3) Encourage additional professional development opportunities for all staff.

SAFETY

- 1) Ensure workplace environments are safe through training, procedures, and structural changes.

COMMUNICATIONS

INTERNAL COMMUNICATIONS

- 1) Implement Sharepoint.
- 2) Improve communication within and across departments.
- 3) Schedule regular meetings with departments and communications staff.

EXTERNAL COMMUNICATIONS

- 1) Identify areas of improvement and seize opportunities for meaningful public engagement.
- 2) Implement marketing strategy guidelines.
- 3) Improve social media utilization.
- 4) Develop and implement customer service standards.
- 5) Improve city-sponsored events and publications.
- 6) Improve communication with other agencies (incl. legislative, regulatory, and contractors).

FISCAL FUNDAMENTALS

STRUCTURALLY BALANCED BUDGET

- 1) Departmental training for budget comprehension and planning.
- 2) Develop and implement fiscal strategy to ensure funding for current and future operations.
- 3) Analyze and improve Enterprise Funds (Water, Sewer, Golf, etc.) fees and cost allocations.
- 4) Identify and address policy barriers (local and state) when appropriate.

REVENUE SUSTAINABILITY

- 1) Evaluate economic development marketing tools and incentives.
- 2) Implement redevelopment program to drive real estate investment.
- 3) Analysis of all taxes, including special districts, in relationship to metro area cities.
- 4) Evaluate all city-imposed and sponsorship fees.

COST CONTAINMENT

- 1) Implement best practices in the Enterprise Resource Planning (ERP) solution.
- 2) Conduct a space utilization study for the Civic Center and implement outcomes.
- 3) Implement remote office/office sharing opportunities.
- 4) Conduct in-depth analysis of technology expenses.
- 5) Implement automation to improve efficiency.

INFRASTRUCTURE

CAPITAL IMPROVEMENTS

- 1) Develop multi-year capital projects/equipment replacement plan (Capital Improvement Plan).
- 2) Facilitate quarterly CIP work sessions with department directors.
- 3) Identify and pursue diverse funding sources for priority projects.
- 4) Develop a capital projects "scorecard" to communicate with public.
- 5) Implement project management system.

ASSET MANAGEMENT

- 1) Develop preventative maintenance and asset protection program.
- 2) Complete an inventory and document building operations systems and equipment.
- 3) Evaluate and integrate overall maintenance plan for all facilities.
- 4) Implement asset management system.

GOVERNANCE

DIRECTION

- 1) Implement Strategic Plan and "Englewood 5".
- 2) Develop and implement departmental plans.
- 3) Develop standard tracking/monitoring of progress on strategic plan.

CONSISTENCY

- 1) Revise and implement city-wide policies and procedures; provide required training.
- 2) Include adherence to policies/procedures as a part of performance review.
- 3) Establish ongoing process to review and revise policies and procedures.
- 4) Revise and implement departmental policies/procedures.

INNOVATION

- 1) Actively encourage a culture of innovation throughout the city.
- 2) Create an internal work group that tackles efficiency problems.
- 3) Track, monitor, and reward innovative solutions.

CONTINUITY (RESILIENCY)

- 1) Develop a city-wide business continuity (resiliency) plan.
- 2) Develop process/procedures to ensure adequate security for the city.

STRUCTURE

- 1) Conduct span of control analysis; implement any necessary changes.
- 2) Analyze departmental structure, make adjustments as necessary.

EMERGENCY MANAGEMENT

- 1) Update Continuity of Operations Plan (COOP).
- 2) Establish city-wide emergency response plan.



2017 TOP STRATEGIC INITIATIVES

Our 2017–2019 Strategic Plan will drive our City to realize our community goals of delivering high quality services and ensuring Englewood is a desirable place to live for generations to come. Our work in 2017 must be focused and deliberate to succeed on five critical initiatives.

Introducing the “Englewood Five”:



1. COMPENSATION PLAN
2. PERFORMANCE MANAGEMENT IMPROVEMENTS
3. WORKPLACE SAFETY
4. COMMUNICATION IMPROVEMENTS (INTERNAL & EXTERNAL)
5. FISCAL STRATEGY



2017 TOP STRATEGIC INITIATIVES TEAM APPROACH

To ensure accountability and progress, internal work groups will shepherd our strategic initiatives.

Visit <https://englewoodgov.sharepoint.com/CMO/>

COMPENSATION PLAN

Fair and equitable compensation is at the heart of talent retention and attraction. The city will revise the compensation plan (incorporating previous employee feedback, rollout any necessary changes, and clearly communicate the plan to all employees. Team Lead: Murphy Robinson.

PERFORMANCE MANAGEMENT IMPROVEMENTS

Everyone deserves an objective assessment of their work and rewards for excellence. Improvements will target training on proper performance assessments and revisions to the current performance assessment system to ensure fair and meaningful evaluations. Team Lead: Maria Gonzales Estevez.

WORKPLACE SAFETY

All employees have the right to enjoy a safe workplace and have the tools and training to guarantee the best possible job outcomes. The city will focus on reestablishing a safety committee, appointing safety officers, implementing safe workspaces and improving safety training. Team Lead: Chief John Collins.

COMMUNICATION IMPROVEMENTS

The city is committed to improving communication from the top-down, bottom-up, and across all departments. The city must improve its engagement with the community and how it markets itself to the outside world. The focus will be on our service delivery model and marketing and promotion strategies. Team Leads: Dorothy Hargrove, Margaret Brocklander.

FISCAL STRATEGY

Simply put, we can't do what we can't pay for. Our current and future operations must be sustainable, so the focus will be on creative solutions to revenue generation and cost savings, in addition to budget planning. Team Lead: Kathleen Rinkel.

What this document IS?

- Help management respond to the concerns of our employees and deliver a better, more productive work environment.
- This document, especially the Strategic Initiatives, will guide our daily work. This will help departments prioritize tasks over others.
- Ensure that our daily operations are squarely aimed at our community-wide goals – everything that we are striving for as a City.
- Assist employees in relating their daily work to the overall objectives of our organization.
- Improve the lives of our employees and the residents of our community.
- Allow management to track our progress and report on areas of success and areas of improvement.

What this document is NOT:

- This is not a final document; it will not be final until employees have had a chance to react and offer input and guidance.
- This is not a complete organizational plan that includes all of our provided services; it will help align us and direct us, but will not enumerate everything we do on a daily basis.
- This is not a static document; it will change with employee input and guidance and need to be updated as we make progress.

How do we use it?

- Departments will utilize the Strategic Objectives and Initiatives to align or create individual departmental plans.
- Once Departmental Plans are created, all employees will have clear objectives and tasks that relate back to our community-wide goals and Priority Areas.
- Management and Directors will be able to use the final initiatives to create a way to track and measure progress.
- The measured progress will be shared with all employees and the public.
- We will revise the plan as necessary to respond to changes, progress, and areas of improvement.